

Experiences of Forming the Social Image of a Modern Leader in Uzbekistan

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Abstract: In this article, the experiences of forming a modern leader, in order to improve his social image, the analysis and generalization of the accumulated experiences in this regard in the following years, the determination of future tasks, and the determination of activities related to their implementation are justified. It has been scientifically analyzed that without identifying these tasks and ensuring their systematic solution, it is impossible to decide on a modern leader who will serve the interests of the country and the Motherland.

Keywords: modern leader, social image of the leader, ideal leader, democratic management methods, nomenclature of reserve personnel, "mentor-student" tradition, "young leader", "professional skills", mental, moral, legal, political and other qualities of the leader and qualities.

The social-economic, political-legal, spiritual-cultural processes that are being renewed in Uzbekistan are giving a complex tone to the leader's activity, increasing the demands placed on him. However, the process of formation of the social image of the modern leader lags behind the pace of these updates. On top of which, a series of factors and problems that hinder the improvement of the leader's social image remain. It is for this reason that the change of social reality in Uzbekistan requires a new approach to the issue of training leaders and forming their social image. Without fulfilling this task, it is impossible to reach the set goals and solve the problems accumulated in various spheres of society.

The social image of a modern leader means his qualities and characteristics, beliefs, principles and life position. The issue of raising it is not an issue that is on the agenda. At all times, including after the independence of our country, during the past thirty years, this issue has always been in the center of attention. For this reason, Uzbekistan has gathered noteworthy experiences in this regard. In order to achieve a balance between the pace of social innovations and the rise of the leader's social image, it will be necessary to analyze and summarize these experiences in detail, and to determine ways to use them in the future. Because neglecting these experiences leads to their fruitless ending, the violation of the succession in the development of knowledge related to the training of modern leaders.

In fact, the economic reforms, updates in the social sphere, political and legal changes, spiritual and cultural revival processes in the years of independence made the Soviet system and methodology of training leaders relevant.

After all, this methodology, based on the principles of centralized economy, one-party political system, social equality, and ideological one-man rule, could not form a leader capable of operating in new conditions. The changed reality required a new leader. Therefore, at the initiative of the first President of the country, a comprehensive model has been established that will enable the formation of such leaders and their social image based on the principles of market economy, universal human values and democratic norms. A number of elements of this model have not lost their importance even today. In particular, we believe that the following elements can be effectively used in the new reality:

First of all, experience has been formed in our country to decide on a comprehensive system for the training of leading personnel and to ensure its regular operation. It is known that in the years of independence in Uzbekistan, the national model of the leadership training system, which includes organizations for improving the qualifications of personnel and their retraining, scientific-educational centers and various training courses, began to be decided. Over the years, all elements of this model have evolved. In particular, the Academy of Public Administration under the President of the Republic of Uzbekistan acts as the main element of this system. By the Decree of the President of the Republic of Uzbekistan on April 19, 1995, the establishment of this academy as a scientific center engaged in the training of managers, improving their qualifications and shaping their social image was a significant step towards the formation of a national model of training managers. The Academy is making a significant contribution to the training of a new type of leaders.

Of course, the leadership training system is not only part of this academy. During the years of independence in our country, special attention was paid to the establishment of faculties, centers, training courses specializing in the training of leaders in various sectors. The important point of such centers is that they allow to train the leading personnel based on the specific characteristics, goals and problems of the economic sectors. For example, for several years, the Faculty of Training of Managerial Personnel has been operating at the Academy of the Ministry of Internal Affairs of the Republic of Uzbekistan. The faculty is approaching the issues of training management personnel taking into account the current problems of the industry. According to the Information Service of the Ministry, this faculty pays attention not only to improving the professional and combat training of future leaders, but also to raising the level of legal knowledge, forming their social image, and developing leadership skills.¹

With the Decision of the Cabinet of Ministers of the Republic of Uzbekistan "On the establishment of the center for the development of professional qualifications of medical personnel" in 2020, a structural structure specially engaged in the issues of training leaders and improving the social image of the health system was created. This center is not limited to the development of professional qualifications of personnel working in the field of medicine, but also deals with the issues of training managers, equipping them with innovative management methods, and forming qualities useful in management activities.

Also, the Resolution of the Cabinet of Ministers "On additional measures to retrain reserve personnel for the agro-industry complex and further improve the system of their qualification" in 2020 at the Tashkent State Agrarian University in the direction of "Agribusiness and management" for the retraining of managers and specialists for the agro-industry complex and a training center was established.

The center is engaged in the training of managers and specialists who can effectively organize their activities by using modern techniques and technologies, including "smart agriculture", digital innovative technologies and information systems, as well as improving their qualifications.¹

In our country, the experience of deciding on a comprehensive system for training management personnel and ensuring its regular operation can be summarized as follows:

- a) in the years of independence, the foundations of the national model of training of leading personnel were created; the composition of this model has the form of "organizations of staff qualification improvement and their retraining - scientific-educational centers - training courses";
- b) During the next quarter of a century, the experience of training leading personnel based on the characteristics of economic sectors has developed in Uzbekistan;
- c) the government of the country is constantly improving the systematic structures that serve to train the leading personnel and improve their social image.

These experiences can serve as a unique basis for solving today's problems related to improving the social image of a modern leader.

Secondly, in our country, scientific and methodological sources of training of leading personnel have been created. True, such sources were prepared in the years of Soviet power. In them, problems related to the art of leadership, management culture, and leadership activities are thoroughly analyzed.

"This problem has always attracted the attention of researchers in various areas of knowledge - personality psychology, social psychology, acmeology, management psychology (I.P. Volkov, A.L. Zhuravlev, E.S. Kuzmin, A.I. Kitov, R. L. Krichevsky, L. G. Laptev, B. G. Parygin, A. A. Rusalina, A. L. Svetsitsky, Yu. V. Sinyagin, A. V. Filippov, R. Kh. Shakurova, etc.)".¹ However, in all of them, the nuances of leadership activity in the conditions of Soviet reality are analyzed, on top of that, the specific characteristics of leadership are interpreted from the point of view of communist ideology. The conditions that began to settle in the last decade of the last century made it necessary to organize leadership activities on the basis of new principles. In response to this need, in the years of independence in our country, scientific and methodological resources of a completely different nature for training leading personnel began to appear.

Also, during the next 20 years, a number of works, monographs, pamphlets, and articles devoted to the structural elements of the leader's social and spiritual image, the laws of its formation, were submitted to the judgment of the scientific community. or the main functions in the organization are described, an opinion is expressed about the current problems related to the development of a modern leader. But this is not the main point of the matter. The essence is that this published series of sources laid the foundation stone for the scientific sources that form the basis of the national model of training of managerial personnel in Uzbekistan.

In the following years, scientific works devoted to the analysis of foreign experience in establishing the leader's activity and forming his social image began to be created.

For example, the pamphlet "Public service: national and foreign experience" prepared by a group of experts of the Academy of State and Management not only discusses the content, main functions and principles of public service, but also foreign experience in the selection, training and placement of leaders. ¹ Such works make it possible to rely not only on national, but also on foreign experiences in shaping the social image of a leader, to adapt to the requirements of the time, and not to lag behind international trends.

In our country, the experience of creating scientific-methodical resources for the training of managerial personnel can be summarized as follows:

- a) the works of the President of the Republic of Uzbekistan serve as a theoretical-methodological basis in the formation of modern scientific and methodical resources for the training of leading personnel;
- b) Modern scientific and methodical resources on training of leaders and improving their social image in Uzbekistan are composed of the following: works devoted to the laws of formation of the social image of a leader; works dedicated to specific features of management culture; works embodying the opinions of thinkers about leadership and leadership; works devoted to the analysis of foreign experience.

These experiences make it possible to organize the process of improving the social image of a modern leader on a scientific basis, relying on national and foreign achievements.

However, it is necessary to emphasize that these principles are changing and clarifying according to the requirements of the time. For this reason, the beginning of renewal processes in Uzbekistan clarified the principles and requirements aimed at coordinating the activities of leaders.

Most importantly, these principles and requirements were determined based on social necessity, community needs, and people's interests. The remarks of the head of state regarding these

demands in one of his first speeches deserve special attention. "Implementation of the tasks set in 2017 and beyond depends decisively on the three most important requirements.

The first is the personal responsibility of the leaders at all levels, starting with the head of state - the President, for the final results.

Second, we need to ensure clear order and strict discipline in all spheres. I emphasize once again that we do the work together, and each of us is personally responsible for the result.

The third requirement is to ensure the purity of our ranks and personnel, to prevent any negative situations at work and to root out such vices."1

Along with these general principles aimed at coordinating the activities of leaders in our country, there are also private principles that apply to leaders operating in various fields. Such principles can be found in industry, construction, transport, agriculture, energy, trade, household services, education, culture and many other fields. For example, according to the draft Law of the Republic of Uzbekistan "On State Civil Service" which is expected to be adopted, it is noted that the activities of executives working for public interests in state bodies and organizations are subject to the following principles of state civil service:

- unity of state civil service;
- serving the people;
- legality;
- the priority of the rights and legal interests of individuals and legal entities;
- professionalism and competence;
- conscientiousness and disorder;
- equal opportunities to enter the state civil service based on merit and services rendered (meritocracy);
- social and legal protection of state civil servants. 2

In Uzbekistan, the experiences formed during the years of independence in subjecting the activities of leaders to specific principles and evaluating their effectiveness on the basis of these principles can be summarized as follows:

- a) in the years of independence, a set of universal principles coordinating the activities of the country's leaders was formed at the initiative of the head of state;
- b) along with the general principles of coordinating the activities of leaders in the country, private principles related to various fields are also being decided;
- c) during the next quarter of a century, the principles coordinating the activities of leaders in Uzbekistan became requirements that improved in accordance with social needs.

We believe that these principles, the methodology of their formation, and the experience of coordinating the activities of leaders based on them will be important in improving the social image of leaders in the future.

In recent years, the personal contribution of the leader in increasing the economic indicators of the enterprise has been strictly controlled. At the initiative of the head of state, the practice of listening and analyzing the leader's report is used. In general, in the next two years, listening to the reports of leaders of various levels at the sessions of the district, city and regional councils of people's deputies, at meetings of party deputation groups, at the councils of organizations and enterprises is becoming a trend and is causing many positive results. For example, during the first half of 2019, the reports of 53 officials were heard at the meetings of the standing commissions of the Kashkadarya Regional Council of People's Deputies.1 Monitoring of the leader's activities in the form of personal reports leaves a serious mark on their social image.

Such an approach encouraged him to improve his professional skills, to develop qualities useful in management activities, to strictly adhere to moral norms and the interests of the people during his activities.

The experience of monitoring the activities of managers in Uzbekistan can be summarized as follows:

- a) in our country, the control of the leader's activities is not only a way to organize it correctly, appropriately and in accordance with the interests of the society, but also to influence its social image;
- b) In Uzbekistan, a comprehensive approach is used to control the activity of the leader - the practice of using several methods of control has been formed;
- c) the methods used to control the leader's activity are being improved in line with social needs.

We believe that the valuable experiences gained in monitoring the activities of leaders in our country will be useful in improving their social image in the future.

Thirdly. There have been experiences in encouraging leaders to act in the interests of the people. The First President of the country often emphasized that the reforms are being implemented not just for the sake of reform, but for people. Consequently, socio-economic reforms in Uzbekistan have always been carried out in the interests of the people. However, by the 10th years of the new century, it had been observed that the leaders were disconnected from real life, and they were used to perform functional tasks not based on the interests of the people, but to report to higher authorities. Therefore, various pressing social problems began to accumulate in the places, which increased the discontent of citizens. With this in mind, the head of state said: "Today, the most important goal of our life, which is expressed in our Constitution - the issue of providing human interests in all respects, is an urgent task".¹

In order to fulfill this task, it was necessary to restart the activities of the leading personnel based on the interests of the people. "In order to ensure human interests," the head of state said, "first of all, it is necessary to communicate with people, to know their pains and concerns, dreams, life problems and needs well."²

For this purpose, first the Prime Minister's electronic lobby on the Internet network, and later the virtual lobby of the President of the Republic of Uzbekistan Shavkat Mirziyoev was established in our country. In the first months of the reception, more than 218,000 citizens turned to it with various problems.³ This indicates that in the following years, an absolutely effective and original system, which has no analogues in other countries, has emerged in Uzbekistan, encouraging leaders to act in accordance with the interests of the people.

The new system made it possible to identify many problems of the people. "Here's what people are applying for," the head of state said. "First of all, they want to remove bureaucratic obstacles in various fields, cancel many departmental instructions that are against the law, provide bank loans with optimal interest rates, stop illegal business inspections, and - is referring to the activities of law enforcement agencies. At the same time, many appeals are received from our residents regarding the improvement of housing construction, utility, transport and trade services, energy supply, and the condition of roads. In this way, conditions were created to ensure harmony between the activity of the leader and the interests of the people by identifying the current social problems and eliminating them.

In the conditions of modernizing Uzbekistan, the experiences of encouraging leaders to act in accordance with the interests of the people can be summarized as follows:

- a) A unique system has been formed in Uzbekistan that allows ensuring harmony between the activities of the leader and the interests of the people;
- b) the new system made it possible to implement the principle that "the people should not serve the state agencies, but the state agencies should serve our people"².

These experiences will create a foundation for effective activities of leading personnel in the future for the development of the country and the interests of the people.

The conclusion is that the issue of improving the social image of a modern leader requires relying on the experiences accumulated in recent years in this regard. Only then will succession be ensured in the development of knowledge related to the training of leaders. According to the analysis, in the years of independence, it was necessary to decide on a comprehensive system for training leaders in our country and to ensure its regular operation, to create scientific and methodical sources of training leaders, to subordinate the activities of leaders to specific principles, to establish control. There are significant experiences in directing it towards the interests of the people. These experiences will serve as a theoretical-methodological and practical basis for improving the leader's social image in the future.

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